Cambridge Leadership Attributes Framework

Strategy and Direction
- Strategy and Direction
- Decision Making and Delivering Results
- Commitment

Financial acumen
- Financial acumen
- Creativity and Innovation
- Risk and Opportunity
- Philanthropy

Achieving Excellence in Performance in context of Governance

Managing in an Environment of Change

Personal Leadership

People Development: Engaging and Developing Others

- Communication
- Influence and Negotiation
- Valuing Diversity

- Relationship Building
- Teamwork
- Develop people and mentorship

Leadership Attribute Cluster A: Achieving Excellence in Performance in context of Governance

Leadership Attribute: Strategy and Direction

Definition of Attribute:
- Creates and communicates vision
- Develops strategies to achieve institutional goals within the governance structure
- Identifies external threats and opportunities and adapts strategy to changing conditions
- Sets clear objectives and establishes priorities

Integration of Attribute into practice:
Standard
- Translates vision and strategy into organisational plans and objectives and aligns with work priorities to ensure successful delivery and implementation
- Communicates the vision for maximum effort
- Ensures the governance structure and processes are aligned to the strategy

Enhanced
- Creates a clear, compelling vision of institutional excellence for the future, within the context of multiple future scenarios
- Inspires others to deliver the vision and strategy and provides clarity on the relationship between institutional goals, structure and performance

Skills and Tools:
- Strategic analysis tools and techniques
- Strategic implementation process
- Strategic financial planning
- Internal and external marketing
- Communication
- Managing high performing teams

Leadership Attribute Cluster A: Achieving Excellence in Performance in context of Governance

Leadership Attribute: Decision-making and Delivering Results

Definition of Attribute:
- Understands what needs to be done to realise vision and displays drive to achieve outcomes through goal setting for continuous improvement
- Understands how to introduce performance measurements which are aligned with strategic objectives
- Takes calculated risks to achieve a successful outcome, effectively utilising financial and statistical data

Integration of Attribute into practice:
Standard
- Agrees goals, targets and processes which will lead to improvement, to enable teams to deliver results; uses resources to achieve optimum results
- Makes sound decisions based on complex data and encourages decision making in others at all levels
- Understands the role of the key decision-makers and process within the University and how decisions are made and influenced.

Enhanced
- Builds a performance culture ensuring processes and systems are in place to support delivery of the strategy
- Makes sound decisions based on complex data, effectively balancing innovation and risk
- Encourages individuals and teams to have high expectations of themselves and others, by engaging fully with all internal and external stakeholders, by recognising potential and achievement and by encouraging appropriate exercise of judgement and responsibility

Skills and Tools
- Performance Management
- Managing uncertainty
- Decision and problem solving theory, tools and models
- Data analysis and application

Leadership Attribute Cluster A: Achieving Excellence in Performance in context of Governance

Leadership Attribute: Commitment

Definition of Attribute:
- Driven to achieve results through personal diligence and loyalty
- Adopts a positive and optimistic outlook and is proactive
- Understands and works with University governance, cultures and values: appreciates the importance of collegial ways of working

Integration of Attribute into practice:
Standard
- Fosters cohesiveness and develops loyalty of others
- Uses communication to motivate and encourage commitment in others and celebrates success
- Personally shows belief in the ability of the institution to succeed and develops optimism and enthusiasm in others
- Operates within the context of the University governance structure and respects its culture and values
- Displays ability to put aside individual agendas for the benefit of the institution

Enhanced
- Fosters a culture of openness, honesty, fairness and integrity where motivation and achievement are rewarded and there are high levels of confidence in the capacity of the institution to succeed

Skills and Tools
- Human Resource Management core skills
- Persuasion, influencing & negotiation
- Self-development
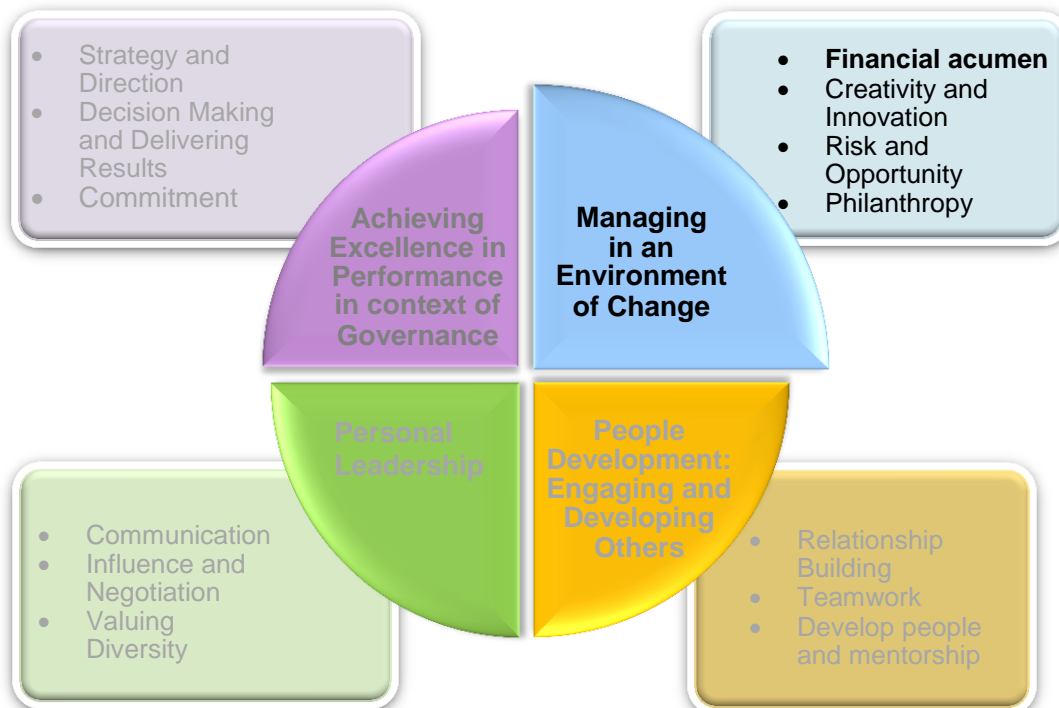
Leadership Attribute Cluster A: Managing in an Environment of Change

Leadership Attribute: Financial Acumen

Definition of Attribute:
- Demonstrates comprehensive understanding of the application of financial, accounting, and economic concepts to the budgeting and resource allocation process of the University
- Makes well-informed and timely financial decisions with an understanding of their consequences and impact on the University
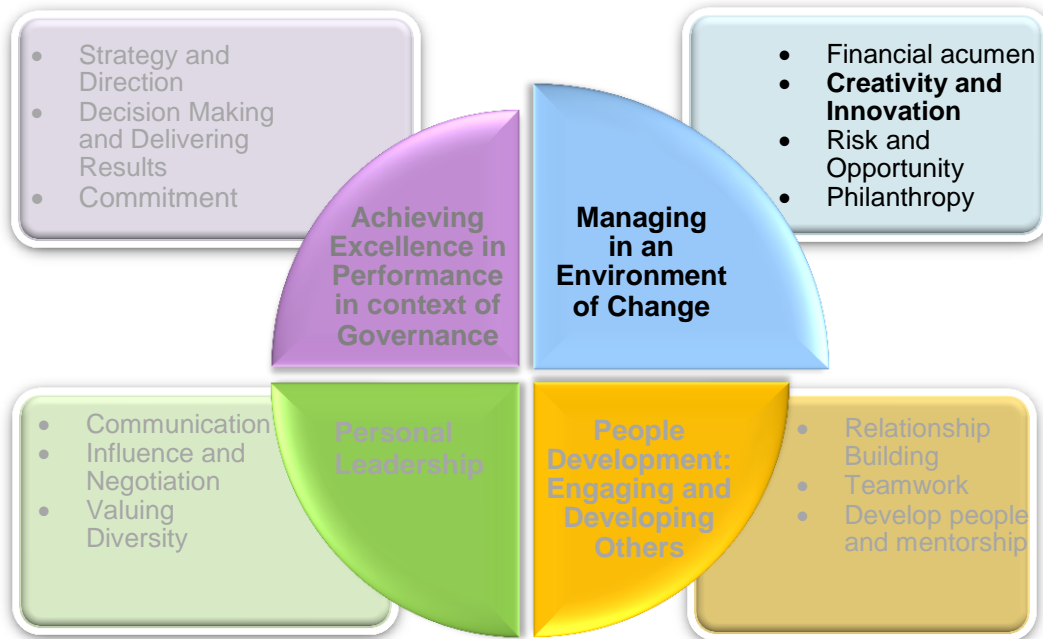
Integration of Attribute into practice:
Standard
- Seeks financial and economic data to set performance goals which further the strategy of the University
- Understands how to use resource allocation to meet strategic goals
- Applies appropriate financial tools to make decisions and solve problems

Enhanced
- Understands both the financial challenges and opportunities for the University
- Has an understanding of the economic forces that affect University activities
- Has a well-developed sense of financial issues and how they affect strategy, institutional plans and stakeholders

Skills and Tools
- Financial Analysis for Business Performance and Financial Strategies
- Resource Allocation Models
- Regulatory environment, annual reports, disclosures
- Framework for financial statement analysis, value-based management
- Capital budgeting and techniques for valuation

Strategy and Direction
Decision Making and Delivering Results
Commitment

Financial acumen
Creativity and Innovation
Risk and Opportunity
Philanthropy

Communication
Influence and Negotiation
Valuing Diversity

Relationship Building
Teamwork
Develop people and mentorship

Leadership Attribute Cluster B: Managing in an Environment of Change

Leadership Attribute: Creativity and Innovation

Definition of Attribute:
- Meets challenges with resourcefulness, generates suggestions for improving work and develops innovative approaches and ideas
- Acts with imagination, displaying original thinking and creativity

Integration of Attribute into practice:
Standard
- Encourages innovation and initiative by reducing barriers to performance and responding to, or adopting, beneficial innovations quickly, in order to enable maximum benefit to be derived from them
- Encourages and rewards entrepreneurialism and new initiatives at all levels
- Uses creativity to adapt to changing conditions and circumstances

Enhanced
- Creates and sustains an environment that supports experimentation, values initiative and freedom of action, rewards professional judgement and risk-taking, reinforces curiosity and challenges the status quo by encouraging open-mindedness
- Encourages new ideas from colleagues, fosters a positive attitude to new ways of solving problems and provides greater opportunities for entrepreneurialism

Skills and Tools
- Creativity tools and techniques
- Managing risks and opportunities
- Innovation management tools and techniques
- Implementing innovation
- Communication, persuasion and influencing
- Developing an `innovation culture'
- Entrepreneurial skills
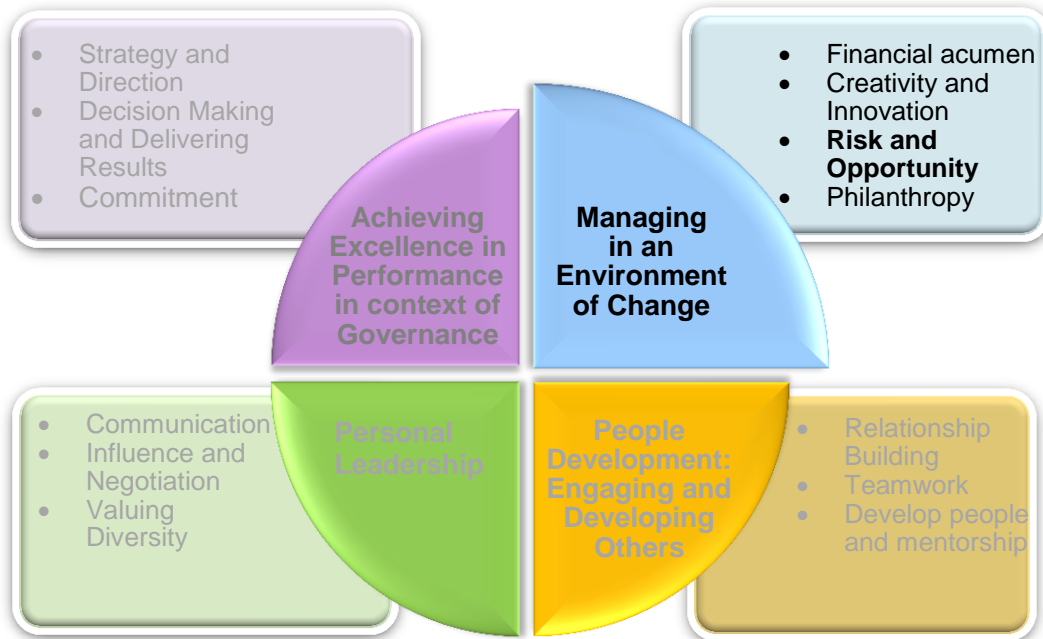
Leadership Attribute Cluster B: Managing in an Environment of Change

Leadership Attribute: Risk and Opportunity

Definition of Attribute:
- Assesses and manages risks and measures impact on institution
- Takes calculated risks to enhance results
- Manages in an environment of uncertainty
- Identifies and takes advantage of opportunities in new and insightful ways

**Integration of Attribute into practice:**
Standard
- Effectively assesses and manages risks
- Balances the calculation of risks and results
- Ensures systems are in place to enable innovation; minimises the impact of risk without stifling creativity

Enhanced
- Seeks, identifies, and seizes opportunities which help the University pursue its strategic vision; translates those opportunities into action plans.
- Understands scenario planning and employs its techniques when assessing and managing risks to the institution
- Ensures the institution and its culture are open to new opportunities which advance the University's mission and has structure in place so that these opportunities are effectively realised in practice

Skills and Tools
- Risk modelling tools to mitigate risks and exploit opportunities: distribution, diversification and hedging, the law of averages, decision tree analysis, forecasting
- Communicating risk and opportunity across the institution
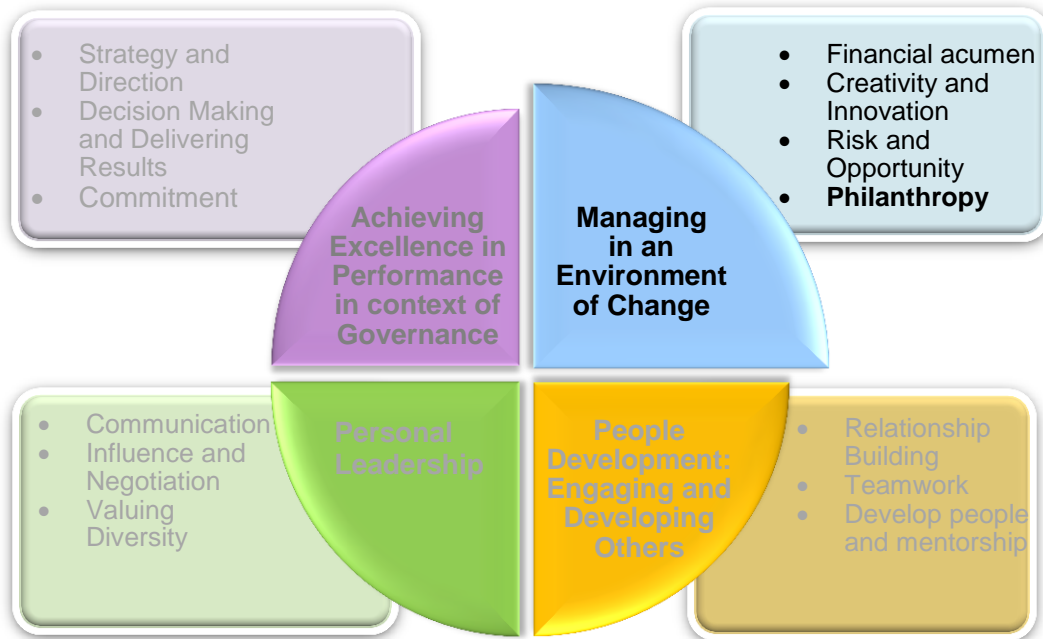
Leadership Attribute Cluster B: Managing in an Environment of Change

Leadership Attribute: Philanthropy

Definition of Attribute:
- Establishes successful relationships with donors and ensures that they feel an integral part of the collegial University
- Works in partnership with internal stakeholders to progress the collegial University's development agenda
- Engages, enthuses and inspires confidence in those who support University activities

Integration of Attribute into practice:
Standard
- Engages with potential donors and encourages others to do so

Enhanced
- Inspires potential donors through the clear communication of their vision and passion for their work and effective translation of their research activity
- Provides their personal support to development activities and lends their voice to the themes and messages of the collegial University's development activities

Skills and Tools
- Creativity
- Entrepreneurial skills
- Communication skills
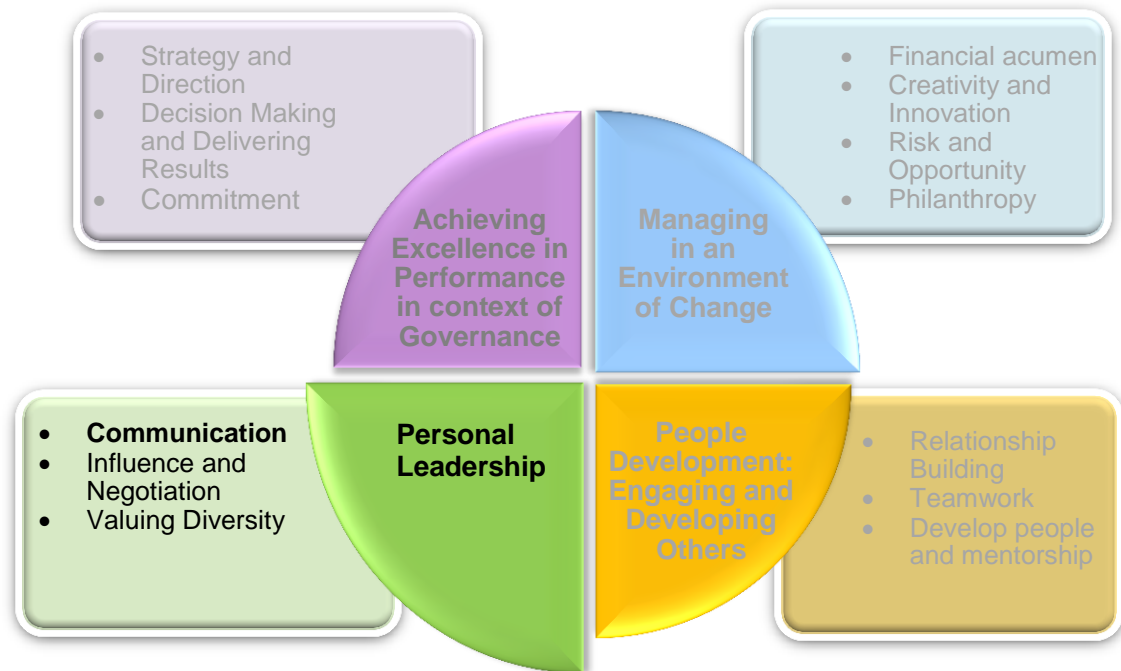
Leadership Attribute Cluster C: Personal Leadership

Leadership Attribute: Communication

Definition of Attribute:

- Expresses facts and ideas in a clear and concise manner using a variety of styles to clearly convey ideas and information of differing complexity, taking into account the diverse needs and interests of different audiences

Integration of Attribute into practice:
Standard

- Makes a lasting impression with diverse audiences through clear, relevant and passionate communication, tailored to the audience and to the situation as appropriate.
- Applies a range of methods to command attention and interest
- Is able to make complex ideas simple and takes others' perspectives into account in negotiating or presenting arguments

Enhanced

- Communicates strategically to achieve specific institutional objectives, with the ability to unite diverse people or groups around a common goal;
- Encourages others to value outstanding communication

Skills and Tools

- Verbal and written communication
- Persuasion, influencing, negotiating skills
- Political awareness - adapting communication for the political climate
- Listening
- Networking skills
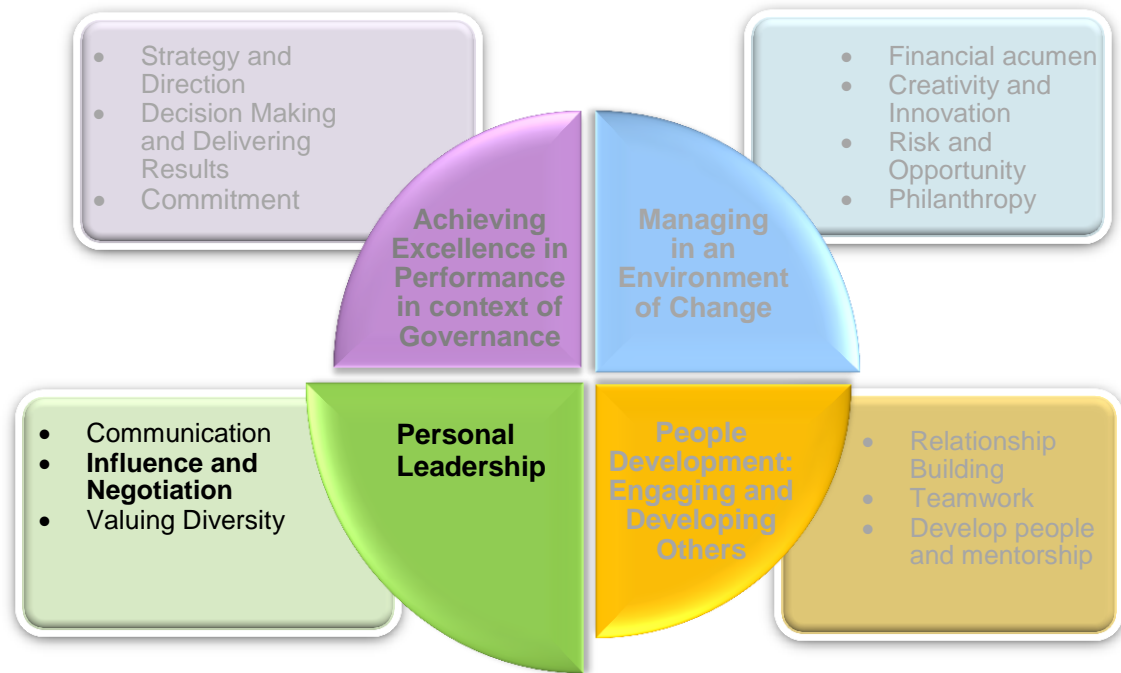
Leadership Attribute Cluster C: Personal Leadership

Leadership Attribute: Influence and Negotiation

Definition of Attribute:
- Secures the involvement and engagement of others, both within and external to the University
- Effectively manages conflict to reconcile divergent interests and objectives

Integration of Attribute into practice:
Standard
- Able to get buy-in and support from others through skilled negotiating.
- Able to bring about mutually beneficial agreement between both parties
- Forms positive and constructive partnerships which work together to deliver strategic goals
- Helps others recognise the role of influencing in achieving objectives
- Effectively resolves conflict and keeps emotions under control

Enhanced
- Creates strategic networks and uses these to gain support for plans and goals for the benefit of the University
- Builds commitment and support among multiple groups and stakeholders
- Persuades others to reach a consensus on issues of institutional impact
- Encourages others to use a range of appropriate influencing and negotiation techniques

Skills and Tools
- Networking
- Advocacy
- Motivating others
- Negotiating
- Interpersonal communication skills
- Political awareness
- Assertiveness
- Self-awareness
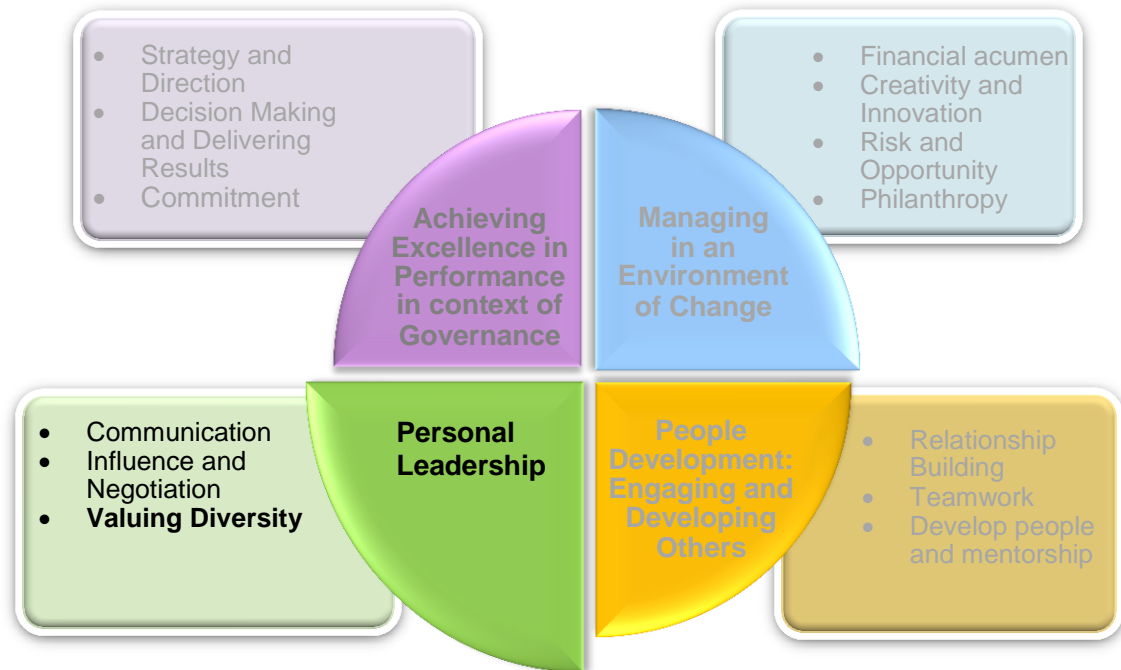
Leadership Attribute Cluster C: Personal Leadership

Leadership Attribute: Valuing Diversity

Definition of Attribute:
- Respects that individuals are different and harnesses this diversity for the achievement of institutional goals and plans
- Advocates and demonstrates an inclusive attitude to ideas and people

Integration of Attribute into practice:
**Standard**
- Understands the role of diversity in the strategic objectives of the University
- Ensures systems are in place to enable each member of staff/stakeholder to develop to his/her full potential

Enhanced
- Develops strategies that value employees and other stakeholders regardless of race, gender, disability, age or belief and other factors consistent with openness and inclusiveness

Skills and Tools
- Human Resource Management core skills
- Understanding and applying diversity
- Listening
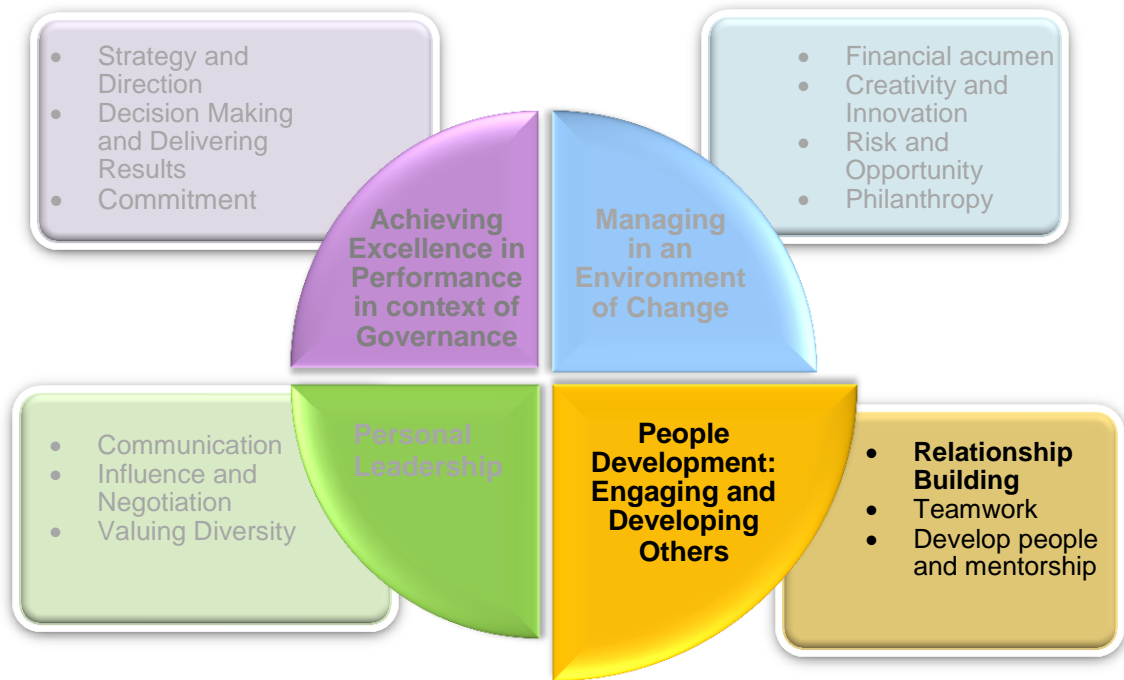
Leadership Attribute Cluster D: People Development - Engaging and Developing Others

Leadership Attribute: Relationship Building

Definition of Attribute:
- Builds mutually beneficial relationships and networks, both internal and external, which generate opportunities for the institution
- Successfully builds and manages partnerships and alliances

**Integration of Attribute into practice:**
Standard
- Gains cooperation and trust of people across multiple groups, establishes rapport and develops and maintains an effective network of external contacts
- Is able to tune into the interpersonal and political dynamics within their environment
- Is open with own views and feelings and encourages others to do the same
- Understands need to create partnerships and alliances within the university and among stakeholders

Enhanced
- Creates a climate of trust and openness where people are treated with compassion and feel free to speak, knowing they will be heard and valued without fear of prejudice

Skills and Tools
- Networking
- Political awareness
- Leadership, trust and organisational culture
- Resolving conflict
- Cultural and diversity awareness
- Positive personal communication
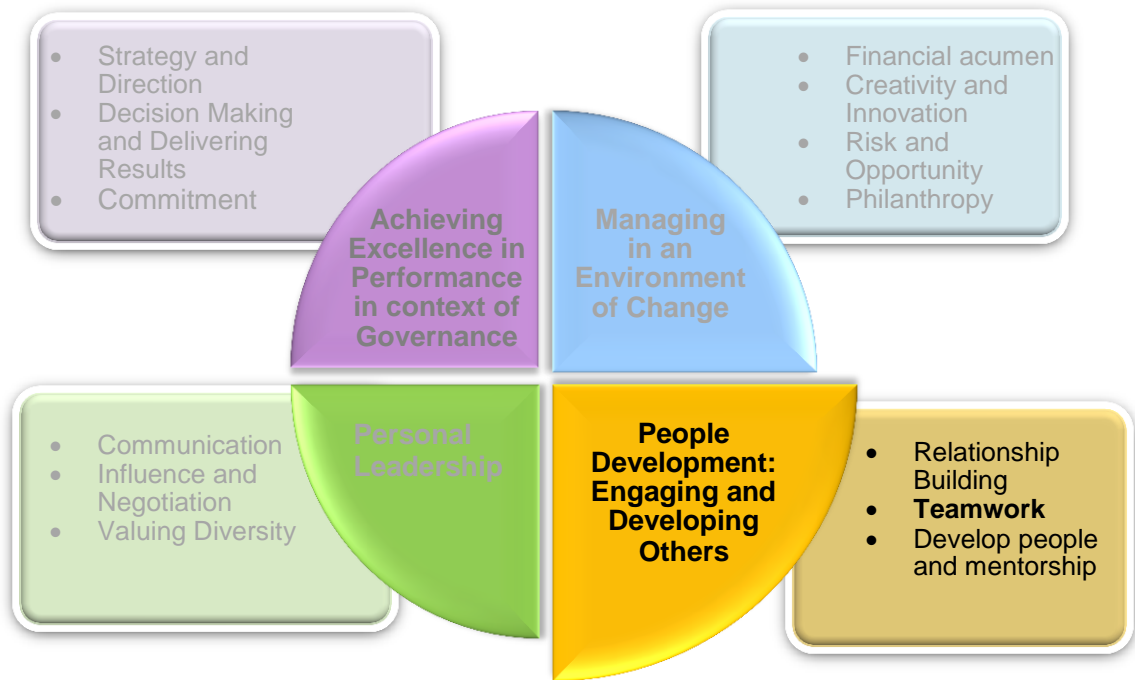
Leadership Attribute Cluster D: People Development - Engaging and Developing Others

Leadership Attribute: Teamwork

Definition of Attribute:
- Actively engages and supports teams and teamwork
- Gains and gives trust, support, cooperation and respect for others
- Focuses team building on achieving high performance
- Creates synergies across units/departments

Integration of Attribute into practice:

Standard
- Enables groups of individuals to work together to create solutions and deliveroutstanding results by effectively utilisingtalent within high performance teams
- Develops a culture of respect and recognition for individual contributions

Enhanced
- Creates and fosters a culture of teamwork that values cross-boundary collaboration so that barriers are broken down and teams are encouraged to maximise each other's skills and experience

Skills and Tools
- Human Resource Management core skill
- Motivating and influencing other
- Apply team theory
- Fostering constructive team dynamic
- Communication
- Managing conflict
- Giving and receiving feedback
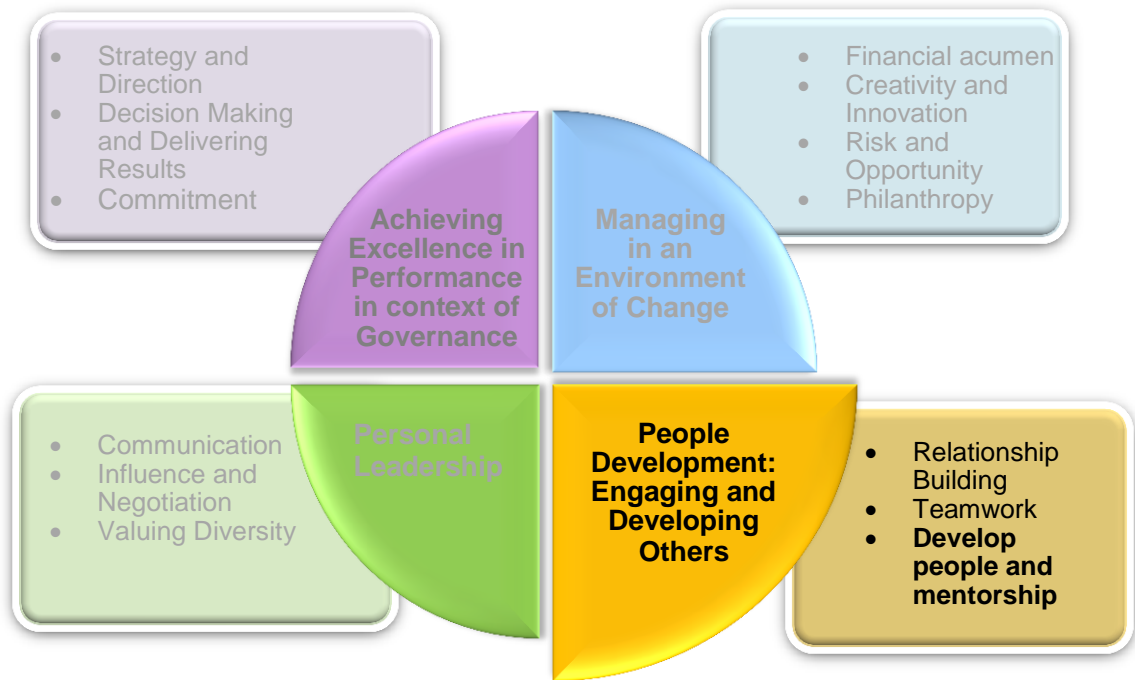
Leadership Attribute Cluster D: People Development - Engaging and Developing Others

Leadership Attribute: Developing people and mentorship

Definition of Attribute:
- Supports and facilitates the development of self and others to help each individual reach his/her full potential
- Gives and receives constructive feedback for improved personal and institutional performance

Integration of Attribute into practice:
Standard
- Takes personal responsibility for supporting and developing others by acting as coach or mentor (informal or formal)
- Identifies future key capabilities required by the institution and takes responsibility for ensuring development is in place to meet these needs
- Applies the University's Staff Review and Development process to determine the development needs of individuals
- Encourages development activity within the capability and competency areas that will meet the current and future requirements of the University

Enhanced
- Builds and encourages a culture of learning through multiple activities, evaluation and feedback at individual, team and institutional level for continual development of the institution
- Implements strategies and processes to promote and support continual learning
- Creates an environment of coaching and mentoring and ensures opportunities are available and supported for mentoring to take place

Skills and Tools
- Understanding personal development & learning (individual, team and organisation)
- Coaching skills
- Managing performance
- Give and receive feedback
- Listening & questioning
- Communication skills